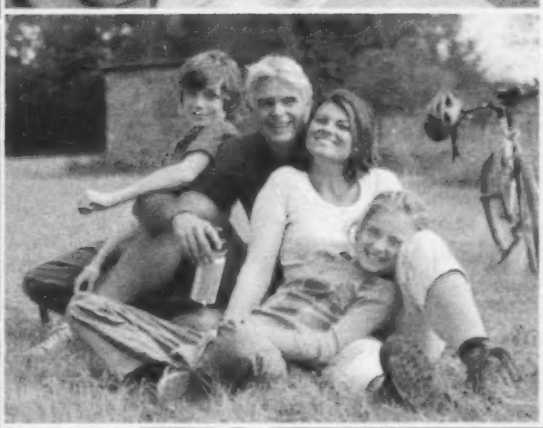
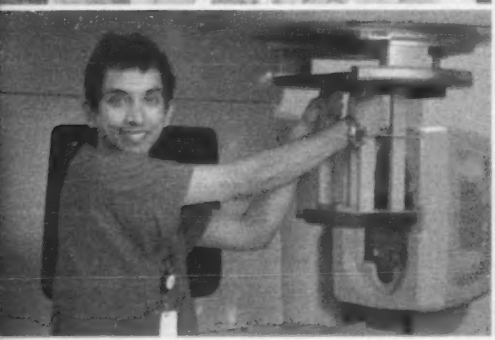
STRATEGIC PLAN 2013-2016

One Island health system supporting improved health for Islanders





Health PEI

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MESSAGE FROM THE BOARD CHAIR

Dr. Donna Murnaghan
Chair, Health PEI Board

As Chair of the Board of Directors, I am very pleased to present the Health PEI strategic plan for 2013-16. This plan will guide change and improvement at Health PEI for the next three years. The plan is focused on the areas of "Quality", "Efficiency" and "Access", and builds on progress and results attained under the ***Strategic Plan 2009-12***[1].

The Board, from the very beginning, has been focused on quality and safety, and is very pleased with the commitment to building and strengthening quality, safety, and person-centered care across the system. Access to health care is a very important aspect of quality health care. In order to make sure that Islanders have the services they need, Health PEI will continue to improve access to appropriate care by the right provider in the right setting, within the resources available. As a health system, we also need to make sure that we use our resources in the best way possible. To do that we will identify efficiencies and opportunities to improve coordination so that care is delivered in the most effective way possible.

Health PEI looks forward to working collaboratively and in partnership with Islanders, the Department of Health and Wellness and the broader government to achieve the vision outlined under this plan of ***One Island health system supporting improved health for Islanders***.

Respectfully Submitted,

Donna Murnaghan

Dr. Donna Murnaghan
Chair, Health PEI Board

EXECUTIVE SUMMARY

VISION

Our vision statement guides current and future actions and practices of the organization.

One Island health system supporting improved health for Islanders.

MISSION

Our mission statement describes the purpose of Health PEI and reflects the broad functions of the organization as defined in the ***Health Services Act***, R.S.P.E.I 1988, Cap. H-1.6[2].

Working in partnership with Islanders to support and promote health through the delivery of safe and quality health care.

VALUES

Core values are integral to our activities and relationships as health care professionals and providers at Health PEI.

CARING
We treat everyone with compassion, respect, fairness, and dignity.

INTEGRITY
We collaborate in an environment of trust, communicate with openness and honesty, and are accountable through responsible decision-making.

EXCELLENCE
We pursue continuous quality improvement through innovation, integration, and the adoption of evidence-based practices.

STRATEGIC DIMENSIONS OF CHANGE

Through a population health approach, shift from how services are delivered from a reliance on hospital-based services to community-based services.

- Renewed Model of Home-Based Services
- Renewed Model of Community-Based Primary Health Care
- Health Care System Enablers
- Integration of Acute and Facility-Based Care

GOALS & OBJECTIVES

The goals identify our major areas of focus. The future actions of the organization, over the next three years, will stem from the following goal statements and objectives:

QUALITY
We will provide safe, quality, and person-centered care and services by:

- Ensuring appropriate patient safety standards are met
- Embedding the philosophy of person-centered care
- Promoting improved health outcomes through prevention and education
- Fostering a healthy work environment

ACCESS
We will provide access to appropriate care by the right provider in the right setting by:

- Reducing wait times in priority areas
- Improving access to care for vulnerable populations

EFFICIENCY
We will optimize resources and processes to sustain a viable health care system by:

- Utilizing technology to improve the quality, safety, and continuity of care
- Improving management of bed utilization across the system
- Improving the coordination of care across the continuum of health services
- Effective resource management

INTRODUCTION

Purpose

Health PEI's strategic plan outlines the organization's direction over the next three years (2013-16). The plan was prepared in accordance with the ***Health Services Act***[3], which requires a strategic plan every three fiscal years.

This document outlines Health PEI's renewed mission, vision, values, goals, and identifies the priorities to be pursued in an effort to respond to public and stakeholder needs. As the key document describing the overall strategic direction for Health PEI, it is intended to guide organizational decision-making and activities during 2013 to 2016. Furthermore, as a foundational document, it provides a basis for public reporting and Health PEI's performance and accountability framework.

Development of the Plan

The plan was guided by information from many sources and builds on the achievements from the previous strategic plan. Key sources that informed the current plan include:

Department of Health and Wellness

As a crown corporation, Health PEI's strategic direction is informed by the Minister of Health and Wellness through legislated documents, such as the Provincial Health Plan[4], and other associated policies and directives. Under the direction of the Health PEI Board of Directors, input into the organization's strategic direction was provided by the Ministry to ensure the alignment of policy direction with government (see Exhibit 1; for the expanded PEI Health System Organizational chart refer to Appendix A).

Input from Key Stakeholders

External and internal stakeholders provided their input through surveys, focus groups and facilitated discussions. Direction from both stakeholder groups was sought on priority areas, as well as key strategic elements – such as the mission, values, vision, and goals. A multifaceted approach to engagement was developed to ensure input from a distribution of PEI's population based on a mix of age, gender, geography, and education.

Reviews and Reports

An analysis of numerous internal and external reviews and reports provided further background and support to the development of Health PEI's strategic direction (see Appendix B). On an ongoing basis, Health PEI actively monitors and analyzes provincial, national, and international trends in areas such as health outcomes, quality of care, health service utilization, clinical service standards, delivery models, and health system organization.

Key Factors

Key factors also informed the development of the plan, including: competing fiscal pressures, demographic challenges, new and emerging health technologies, shortages of health professionals, and increased expectations.

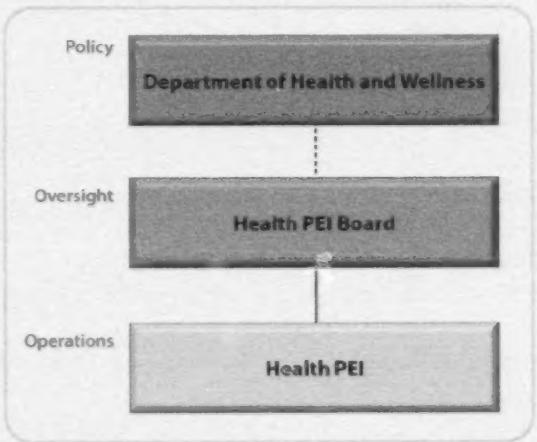


Exhibit 1. PEI Health System Organization.

PERFORMANCE & ACCOUNTABILITY FRAMEWORK

Health PEI's strategic plan is part of a broader performance and accountability framework. Exhibit 2 provides an overview of this framework, key planning, monitoring and reporting components, and sources of input.

The strategic plan informs other organizational plans and reports, driving the activities and priorities of the organization at all levels. The strategic plan and the associated Health PEI business plan, set forth a course of action and accountability to ensure progress on the strategic direction.

The business plan is prepared each fiscal year and links to the strategic plan by defining the milestones, key deliverables, and performance targets for strategic priorities. Further detail on how each division contributes to the strategic direction is provided in each division's operational plan.

Improving organizational performance and accountability to deliver more appropriate, efficient, and effective health services is a priority for Health PEI. As part of our commitment to sustain and strengthen performance and accountability across operations, defined monitoring processes are used to ensure transparency on an ongoing basis. This includes:

- annual review and analysis of Health PEI progress (Health PEI Annual Report) on strategic areas of priority and audited financial statements
- biannual review of progress on strategic areas of priority
- quarterly review of quality and financial reports

Over the next three years, Health PEI will continue to focus efforts on integrating and evolving its planning, monitoring, reporting components, and performance tools in order to ensure Health PEI has a robust performance and accountability framework.

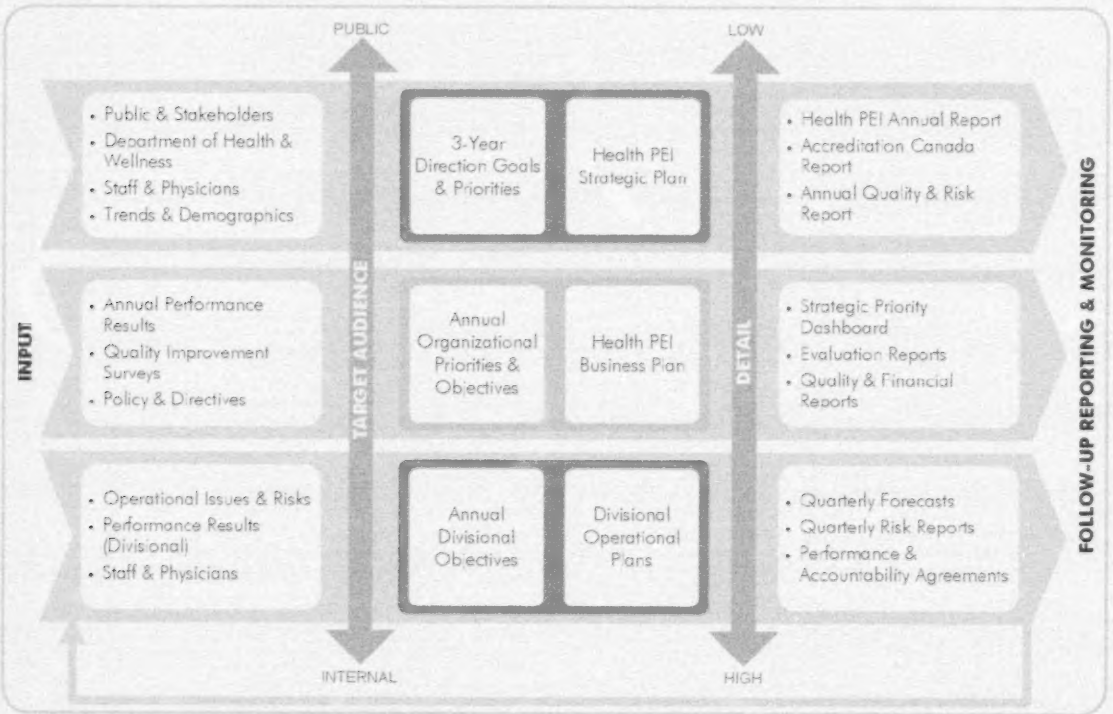


Exhibit 2. Performance & Accountability Framework.

STRATEGIC DIRECTION

Health PEI's renewed strategic direction builds on many of the principles outlined in the initial strategic plan – ***PEI Health System Strategic Plan 2009-2012***, and its parent report – ***An Integrated Health System Review in PEI - A Call to Action : A Plan for Change***[5,6]. The renewed direction reinforces the need for a fundamental shift in how services are delivered – from a reliance on hospital-based acute care services to a focus on areas such as primary health care and home care. Exhibit 3 outlines the shift in area focus, using the four strategic dimensions of system change, to guide us toward achieving our vision of ***One Island health system supporting improved health for Islanders.***

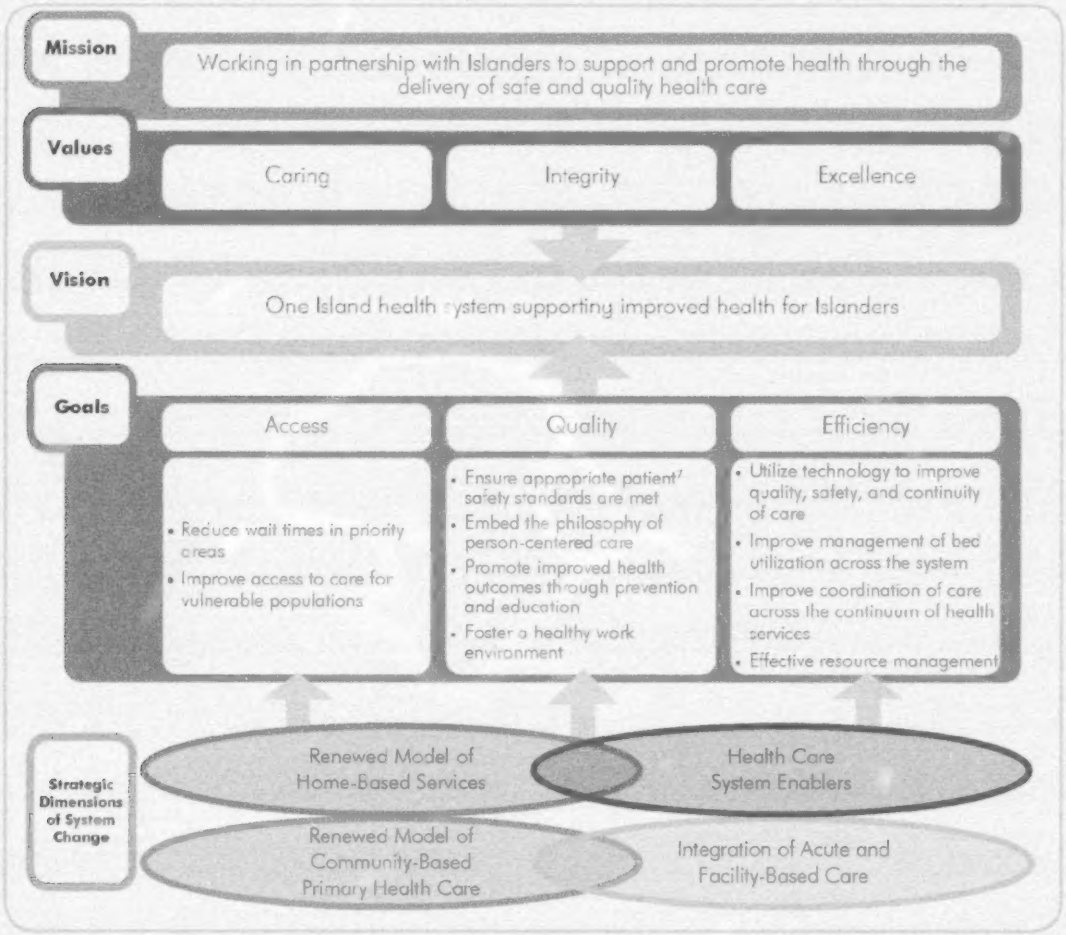

Mission
Working in partnership with Islanders to support and promote health through the delivery of safe and quality health care
Values
Caring
Integrity
Excellence
Vision
One Island health system supporting improved health for Islanders
Goals
Access
Quality
Efficiency
• Reduce wait times in priority areas
• Improve access to care for vulnerable populations
• Ensure appropriate patient safety standards are met
• Embed the philosophy of person-centered care
• Promote improved health outcomes through prevention and education
• Foster a healthy work environment
• Utilize technology to improve quality, safety, and continuity of care
• Improve management of bed utilization across the system
• Improve coordination of care across the continuum of health services
• Effective resource management
Strategic Dimensions of System Change
Renewed Model of Home-Based Services
Health Care System Enablers
Renewed Model of Community-Based Primary Health Care
Integration of Acute and Facility-Based Care

Exhibit 3. Health PEI's Four Strategic Dimensions of System Change.

While significant advances have been made (e.g., the establishment of five primary care networks across the Island, and enhancement of programs and services to treat chronic conditions[7]), there is still much work to be done. Accordingly, our efforts will continue to advance this shift by investing and reallocating resources, and enhancing programs and services in the following key dimensions:

- **Renewed model of home-based services:** extending and expanding services to support Islanders to remain home longer and return home sooner.
- **Renewed model of community-based primary health care:** improving access to primary health care services.
- **Health care system enablers:** efforts will continue to focus on improving the effectiveness and efficiency of our resources, processes, and support services.
- **Integration of acute and facility-based care:** focus on opportunities for integration of acute and facility-based care, ensuring that we are using beds and facility-based services more efficiently and effectively.

Systemic change is essential but it is complex and takes time to implement. This realignment is essential to meeting the challenges that PEI's health care system faces. Included in this effort, among other things, is changing service and program demands to meet the health care needs of a progressively aging demographic and a population with an increased prevalence and complexity of chronic conditions.

At a fundamental level, work on the four strategic dimensions of system change will continue. Further to this, Health PEI has identified three goals – quality, access, and efficiency. These goals will guide and direct our focus to improve health system performance over the next three years.

Quality . . . we will provide safe, quality, and person-centered care and services.

Continuous quality improvement represents an ongoing priority area for the Health PEI organization. Quality is multidimensional and we have adopted a quality matrix with eight dimensions as outlined by Accreditation Canada. These eight dimensions are presented below in Exhibit 4.

- **Population Focus** – working with communities to anticipate and meet needs
- **Accessibility** – providing timely and equitable services
- **Safety** – keeping people safe
- **Worklife** – supporting wellness in the work environment
- **Client-centered Services** – putting clients and families first
- **Continuity of Services**– experiencing coordinated and seamless services
- **Effectiveness** – doing the right thing to achieve the best possible results
- **Efficiency** – making the best use of resources

Exhibit 4. Eight Dimensions of Quality.[3]

Health PEI has an integrated quality management framework that is comprised of three separate components, including:

- Health PEI Quality and Safety Council
- Quality and Evidence-Based Practice Sub-Committee
- Pursuing Quality and Excellence Program

The Health PEI Quality and Safety Council is a provincial body comprised of eighteen quality teams that are responsible for identifying, measuring, and monitoring areas for quality improvement, and embedding quality improvement practices in the organization. Further to this, the Provincial Medical Advisory Committee, through its Quality and Evidence-Based Practice Sub-Committee, focuses on quality improvement activities specific to physician clinical practice. More recently, Health PEI adopted a new program – Pursuing Quality and Excellence. This program explores further opportunities for continuous quality improvement initiatives across the continuum of the health care system such as, the application of the Lean Six Sigma methodology. Through this integrated quality management framework, Health PEI will remain focused on continuous quality improvement.

Access . . . we will provide access to appropriate care by the right provider in the right setting.

Access to specific services and programs was identified as a priority through a consultative process with the public. Improving access to appropriate care by the right provider and in the right setting is another strategic goal of Health PEI. This will be achieved by reducing wait times in priority areas, enhancing services in specific sectors, and improving access for vulnerable populations. As already noted, Health PEI will continue to focus on enhancing services and programs within Primary Health Care and Home Care. Primary Health Care, which includes a large umbrella of services and programs, will continue to strengthen its portfolio by targeting priority areas, including mental health and addiction services, chronic disease prevention and management, and services for children with special needs. Likewise, Home Care will also continue to implement initiatives designed to improve the comprehensiveness of the programs and services that fall under this umbrella.

Results of a public engagement survey indicated the public was most concerned with wait times to access: primary health care providers, long-term care, and prevention and education, respectively. These areas of concern were further reiterated in the facilitated discussions that were held across Prince Edward Island. There was considerable support from participants, in the facilitated discussions and the online survey, to appropriately address gaps in access to primary health care services. Suggestions to improve access to primary health care services included: better utilizing nurse practitioners, extended clinic hours, and more walk-in clinics, especially for rural communities. Based on this input, and direction from the government[9], Health PEI will focus its efforts on reducing wait times in the following key areas: primary health care practitioners, long-term care, mental health services, addiction services, elective surgical services, and emergency services.

Efficiency . . . we will optimize resources and processes to sustain a viable health care system.

Optimizing the use of resources across the system remains a priority for Health PEI in this upcoming strategic cycle. Increased efficiency will not only enrich the patient experience (through improved continuity and coordination) but enhance the effectiveness, quality, and utilization of our resources. System-wide efficiency improvements will benefit our patients, the organization, and the Island community.

Health PEI has identified four mechanisms that will direct and support the optimization of the organization's resources. We will focus

on leveraging our technological resources by improving the utilization of monitoring and informed decision-making, particularly in the areas of quality, patient safety, and continuity of care. Opportunities to improve efficiency within the organization exist in maximizing the utilization and flow of patients through the system. In other words, providing services in the right location, by the most appropriate provider to achieve quality person-centered care. Improving bed utilization and the continuity and coordination of care for patients will support our efforts to ensure care is provided in the right location at the right time. Finally, health system service integration is an essential component of effectively leveraging limited resources. True optimization of Health PEI's resources requires a continued focus on management of human, technological, financial, and structural resources.

HEALTH PEI'S GOALS & OBJECTIVES

The goals of Health PEI's strategic direction identify major areas of focus over the next three years (see Exhibit 5). This is in response to the voices of both our external and internal stakeholders, as well as evidence and national best practices. It should be noted, that the goals and associated objectives are not mutually exclusive. For example, improving access to particular services by its very nature improves the quality of the system.

	Quality	*Access*	*Efficiency*
Goals	We will provide safe, quality, and person-centered care and services	We will provide access to appropriate care by the right provider in the right setting	We will optimize resources and processes to sustain a viable health care system
Objectives	Ensure appropriate patient safety standards are met	Reduce wait times in priority areas: - Primary Health Care Providers - Mental Health Services - Addiction Services - Long-Term Care - Elective Surgical Services - Emergency Services	Utilize technology to improve the quality, safety, and continuity of care
	Embed the philosophy of person-centered care		Improve management of bed utilization across the system
	Promote improved health outcomes through prevention and education	Improve access to care for vulnerable populations, including: - Children with special needs - The frail elderly and seniors with complex health needs	Improve the coordination of care across the continuum of health services
	Foster a healthy work environment		Effective resource management

Exhibit 5. Health PEI Goals & Objectives.

IMPLEMENTATION & ACCOUNTABILITY

Implementation

Health PEI has a defined implementation matrix to undertake strategic work. Implementation of this plan will leverage standing leadership committees of Health PEI (e.g., Health PEI Quality and Safety Council and the Provincial Medical Advisory Committee) or develop specific strategic initiatives to address areas not currently under a committee (e.g., children with special needs).

The leadership committees of Health PEI are responsible for defined priority areas within the organization and work within their scope is cross-divisional, interdisciplinary, and ongoing. At the beginning of each fiscal year, these committees are required to review their terms of reference and develop an annual work plan that advances the priority areas identified in the strategic plan. The work plan defines the scope of activities for the fiscal year and includes key deliverables and milestones.

In some cases, specific strategic initiatives will be developed to concentrate on areas of priority. This work will be chartered with a defined scope, schedule, and budget. Direction and support from across the organization is provided through steering committees that guide the work of strategic initiatives. More detailed planning and ongoing monitoring, which occur under the direction of the steering committee, will ensure the implementation of the strategy.

Accountability

To ensure accountability for this strategic plan, our goals and objectives will be assessed through a system performance matrix, which includes a review of patient outcomes (when applicable), and performance and financial indicators on a regular basis. The targets and deliverables defined by this matrix provide a direct link between the priorities outlined in this strategic plan and the concrete steps that will be taken over the course of the next three years. These targets will set Health PEI on track toward the vision of ***One Island health system supporting improved health for Islanders.***

Further to this, to ensure its relevance within the context of an ever-changing external environment, Health PEI will re-evaluate its strategic priorities annually within the context of available resources and adjust them as required to ensure that the organization continues to respond to the health needs of Islanders. These annual documents (Health PEI Business Plan and Health PEI Annual Report) comprise part of Health PEI's accountability framework.

Finally, Health PEI is committed to working with stakeholders in order to realize its vision. As such, a major priority for us over the next three years is to work with stakeholders to inform our strategic direction and necessary improvements, and to work together to improve the health of Islanders through our shared responsibilities. Central to any stakeholder engagement process will be a defined process of ongoing public consultation.

REFERENCES/NOTES

1 Health PEI. (2009). ***PEI Health System Strategic Plan 2009-2012.*** Document Publishing Centre.

2 ***Health Services Act***, R.S.P.E.I 1988, Cap. H-1.6.

3 Strategic plan, as established pursuant to the provisions of the ***Health Services Act***, R.S.P.E.I. 1988, Cap. H-1.6.

4 Provincial Health Plan, as established pursuant to the provisions of the ***Health Services Act***, R.S.P.E.I. 1988, Cap. H-1.6.

5 Health PEI. (2009). ***PEI Health System Strategic Plan 2009-2012.*** Document Publishing Centre.

6 Corpus Sanchez International Consultancy. (2008). ***An Integrated Health System Review in PEI – A Call to Action: A Plan for Change.***

7 The word "patient" is a generic term used to describe any patient, client or resident.

8 Refer to Health PEI's Annual Reports for further information on advances and accomplishments of its strategic initiatives. Located on the web: www.healthpei.ca

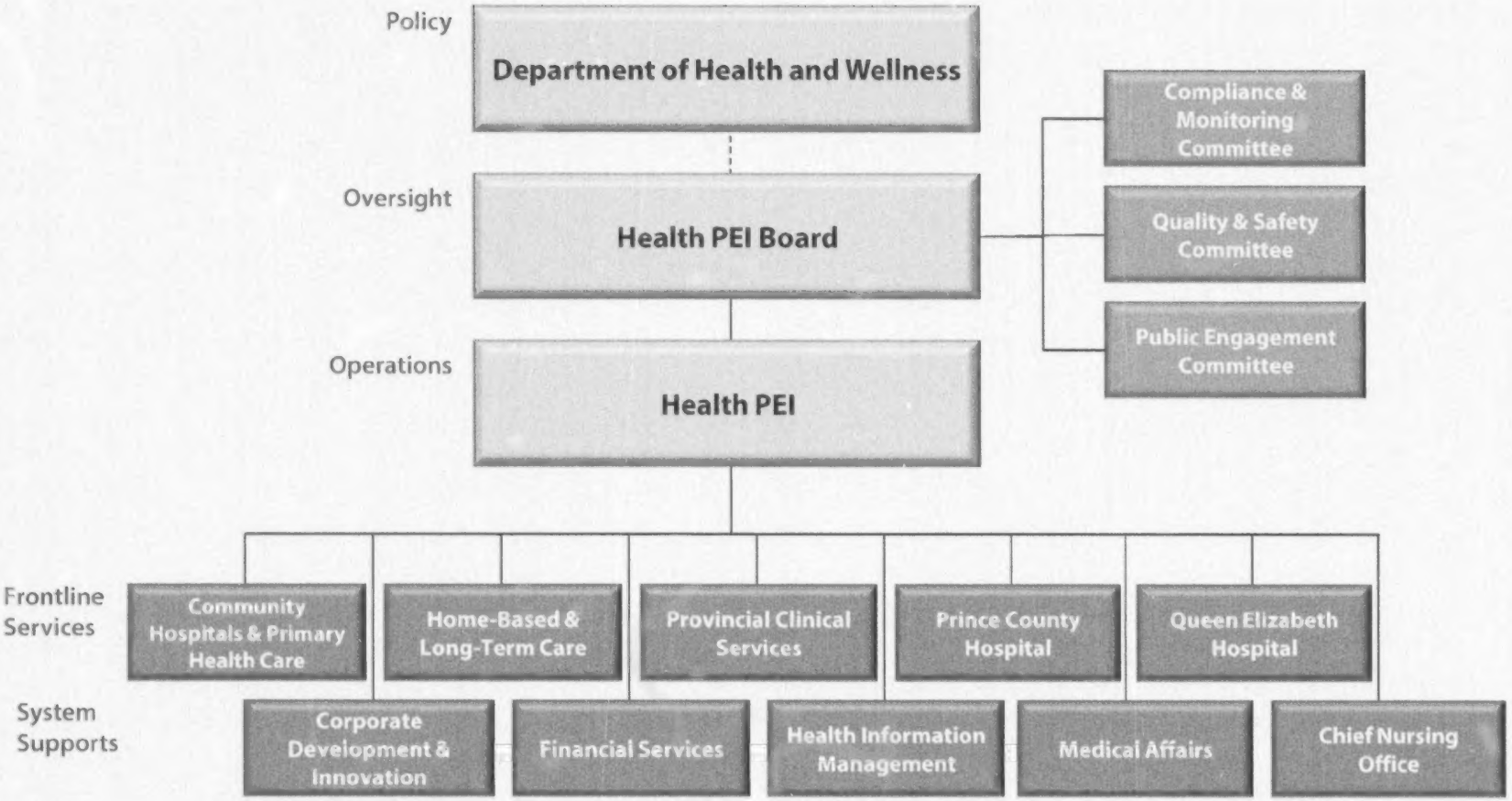
9 Qmentum Program. ***Leadership Standards For Surveys Starting After: September 04, 2012.*** Published by Accreditation Canada, ver. 7, 2012.

10 Third session of the 64th General Assembly – November 13th, 2012 (Speech from the Throne).

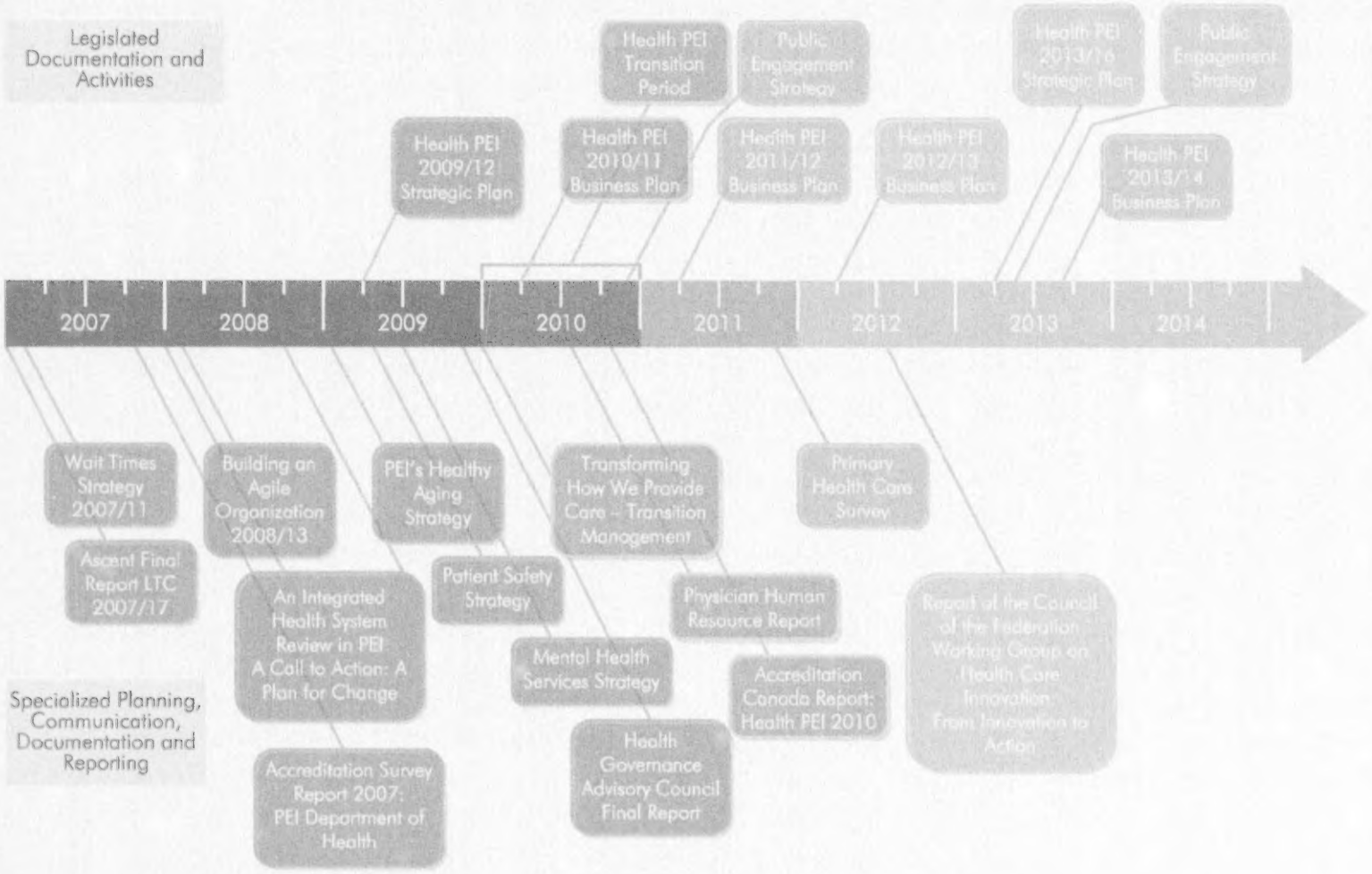
Note: Government's 2012 Speech from the Throne placed priority on five areas, including;"improving access to emergency services, improving access to general practitioners, improving access to mental health and addiction services, reducing wait times for long-term care, and reducing wait times for elective surgeries".

APPENDICES

Appendix A - PEI Health System Organizational Chart



Appendix B - Documentation Supporting Health PEI and Its Current Direction


Legislated Documentation and Activities
Health PEI Transition Period
Public Engagement Strategy
Health PEI 2013/16 Strategic Plan
Public Engagement Strategy
Health PEI 2009/12 Strategic Plan
Health PEI 2010/11 Business Plan
Health PEI 2011/12 Business Plan
Health PEI 2012/13 Business Plan
Health PEI 2013/14 Business Plan
2007
2008
2009
2010
2011
2012
2013
2014
Wait Times Strategy 2007/11
Building an Agile Organization 2008/13
PEI's Healthy Aging Strategy
Transforming How We Provide Care – Transition Management
Primary Health Care Survey
Ascent Final Report LTC 2007/17
An Integrated Health System Review in PEI: A Call to Action: A Plan for Change
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Accreditation Survey Report 2007: PEI Department of Health
Health Governance Advisory Council Final Report

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One Island health system supporting improved health for Islanders